

FLORIDA FEDERATION OF BUSINESS & PROFESSIONAL WOMEN

FLORIDA BUSINESS WOMAN

SPRING 2022



**Personal &
Professional Tips:**
NEGOTIATING TACTICS
DISCUSSING CONTENTIOUS ISSUES
TIME FOR HAPPINESS

BPW/FL EDUCATION FOUNDATION HAPPENINGS

STATE COMMITTEE &
LOCAL ORGANIZATION NEWS

**ANNUAL STATE CONFERENCE
“PEARLS OF WISDOM”
MAY 19-22, 2022**

FRIDAY: A DAY OF WORKSHOPS
SATURDAY: BPW BUSINESS
AWARD PRESENTATIONS
INSTALLATION OF OFFICERS

2021-2022 BPW/FL Officers & Executive Committee

Ilja Chapman, President
458 Lime Drive
Key Largo, FL 33037
Cell: 305-998-8348
Ilja.bpwfl@gmail.com

Christy Johnson, Vice President
2303 Fairview Court
Eustis, FL 32726
Cell: 305-942-9214
ChristyJohnsonBPW@gmail.com

Tiki Bates, Secretary
PO Box 422
Safety Harbor, FL 34695
Cell: 727-432-7380
bpwtiki@gmail.com

Helen Igar, CPA, Treasurer
1626 38th Avenue N
St. Petersburg, FL 33713
Cell: 727-525-9723
hwi.bpw@gmail.com

Council of Presidents Delegate
Suzi Youngberg
159 Jo Jean Way
Tavernier, FL 33070
Cell: 305-393-6830
suziyoungberg@gmail.com

Sue Banks, Parliamentarian
4335 Elm Ave
Palm Beach Gardens, FL 33410
Cell: 561-309-1772
sabanks@earthlink.net

Cindi Irwin, Business Manager
PO Box 1347
Tavernier, FL 33070
Cell: 509-421-1345
BusinessManager@bpwfl.org

BPW/FL Calendar of Events (2022)

May Lupus Awareness Month 19-22 BPW/FL Annual Conference Saddlebrook Resort Wesley Chapel, FL Make your hotel reservation now!	September Hispanic Heritage Month 17 National Women's Friendship Day
August 6 National Sister's Day 26 Women's Equality Day	October Domestic Violence Awareness Month Breast Cancer Awareness Month 11 International Day of the Girl 18-24 National Business Women's Week

BPW/FL's Mission

To achieve equity for all women in the workplace through advocacy, education and information.

Florida Business Woman

Florida Business Woman, the official publication of BPW/FL, is published three times annually by the Florida Federation of Business and Professional Women's Clubs, Inc. (BPW/FL. Membership subscription is included in Federation dues.

Upcoming advertising and copy deadlines:

Summer issue	August 1, 2022
Winter issue	December 1, 2022
State conference issue	April 1, 2023

Advertising Rates:	Single issue	Two issues	Three issues
Full Page	\$175	\$315	\$420
Half Page	\$100	\$180	\$240
Back Cover (1/2 p)	\$150	\$270	\$360
Quarter Page	\$50	\$90	\$120
Business Card	\$25	\$45	\$60

The rates quoted are for BPW/FL members. Non-member fees are double the member fees. Color ads will show online but the print issues will be black & white. All copy and ads (with check) should be sent directly to the Editor. Please make checks for ads payable to BPW/FL.

Articles of up to one page will be accepted for consideration to be included on a space available basis. Items to be submitted include: officer and state committee chair reports, calendar entries & press releases, photos & articles about local organization events, and articles related to our mission that would be of interest to BPW members.

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fbw.editor@gmail.com



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Visit BPW/FL at www.bpwfl.org.

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MESSAGE FROM THE PRESIDENT



Dear BPW/FL Members,

Allow me to start my message with two of my favorite sentences quoted from Mary Stewart's Collect.

"Let us take time for all things; make us grow calm, serene, gentle. Teach us to put into action our better impulses, straightforward and unafraid."

Mary Stewart wrote *The Collect* in 1904 as a member of the Fortnightly Clubs, the forerunner of the Longmont, Colorado, BPW Club. *The Collect* was written as a prayer to instill a sense of unity among women with wide interests to work together toward important goals.

Being part of the Florida Federation of Business & Professional Women's Clubs, Inc. has been a unique journey and I never thought I would be serving this historic organization as one of its leaders. I am very grateful to have an amazing support team around me as I could not do this without them. It takes a team! A heartfelt thank you to all who have served this organization before me. You are the soul of this organization and I hope you feel proud!

Born and raised in the Netherlands, I feel even more privileged to be part of an American organization with such a rich history. I have learned so much over the years and continue to grow both personally and professionally, including the bipartisan support of women.

Right now, BPW/FL needs help. The changes we've experienced in leadership positions have highlighted the need and opportunity for us to pause and look inside ourselves and our organization.

How can we change our mindset from challenge to opportunity, to grow ourselves, each other and the organization? What can we do, together, to be better and stronger, not just for us here today, but for all the women who come behind us? Let's take advantage of this moment to create a stronger resilient organization. I am relying on our Pearls of Wisdom.

I invite each of you to block out May 19-22 and attend the BPW/FL 2022 Annual Conference, to be held once again at Saddlebrook Resort in Wesley Chapel. Join us for this opportunity to help create *the FUTURE* of the Florida Federation of Business & Professional Women's Clubs, Inc.

Your BPW sisterhood counts. Looking forward to connecting with you all in May.

But meanwhile, do not hesitate to reach out to me with any questions, ideas or simply to connect with a fellow BPW member.

Warm Regards

Ilja

Ilja Chapman
President, BPW/FL, 2022-2023
305-998-8348
ilja.bpwl@gmail.com

"I was taught to strive not because there were any guarantees of success but because the act of striving is in itself the only way to keep faith with life."

*~ Madeleine Albright (1937-2022),
First Female Secretary of State in US History*

An advertisement for Robyn Winters, a professional speaker and coach. On the left is the logo for "Stand Up Stand Out! INTERNATIONAL" with the tagline "Training, Coaching, and Professional Speaking". To the right is a photo of Robyn Winters, a woman with short dark hair wearing a red blazer. Text next to her photo says "Enhance Your PROFESSIONAL DYNAMIC" and "Advance Your CAREER". At the bottom, it says "ROBYN WINTERS (813) 546-1133 standupstandoutinc.com".

Effective Meeting Management To The World

National Association of Parliamentarians
<http://parliamentarians.org>

Florida State Association of Parliamentarians
www.FLparliamentarian.com

NEGOTIATING TACTICS FOR WOMEN

By Audrey Williams June

While doing the reporting for an article about negotiating academic job offers in a tight job market, I had an interesting conversation with Sara Laschever, an expert on how women approach such talks. Ms. Laschever wrote *Women Don't Ask: Negotiation and the Gender Divide* with Linda Babcock, a professor of economics at Carnegie Mellon University. Although the book was first published eight years ago, it still resonates with women whose eyes it opened to the idea that avoiding negotiation literally doesn't pay. For women on the academic job market now—actually, I bet some men on the market could benefit, too—here's some of what Ms. Laschever shared with me:

What are some mistakes that women make in negotiations?

They over-identify with the other side. Women have this tendency to protect and take care of people. But you need to allow the other side to negotiate their side of the discussion. Women also tend to ask for too little. They should talk to people to get a sense of what men ask for and shoot for that. If you aim too low, not many places are going to say, "No, you didn't ask for enough; take more." You need to think about what your market value is.

How important is doing research on an institution before the negotiation process?

You have to do it. Do your research, and find out what the constraints are. You can find out about severe budget cuts, for instance. If it's a state university, that

information should be very easily available. If it's a private college, it might not be as severely impacted because it has an endowment to fall back on. But you can go online to get more information about how the endowment is doing or to find reports from the board. You might be able to connect with people in particular departments or people in your field or even people that you know from graduate school about how tight things really are. The important thing is not to guess.

What if the information you dig up about what people are paid isn't that great?

If you still want to work there, then you need to think about what to ask for other than money. You want to feel like you're valued and you want them to signal that by giving you things that are valuable to you that aren't money.

What should people know about the pace of negotiations?

Don't try to negotiate until you have the offer. If you signal that you want a lot when they're feeling stressed financially, they might not make you the offer. Once you get the offer, proceed slowly. Try to read the person. Volunteer a little bit of information, and when you do that, they'll share something. Share what your constraints are, what your goals are. Argue from the position of your own value. Remember that you're going to have to work with these people and you don't want to antagonize them before you even arrive. People tend to act a little more

negatively toward women who are aggressive than toward men who act the same way. Still, don't accept less than you need because somebody else's feelings might be hurt.

What if you don't get what you want? Can you try again once you've put in some time on the job?

Assuming that they value your work and you've gotten good reviews, you can say, "I want to be recognized in line with what I'm worth to the institution. What can I do to make up the gap?" Sometimes that works. But often women think, If I deserved more, then they would give me more.

Is there a technique you recommend to make negotiating easier?

A lot of women are nervous about negotiating. It's really good to get together with someone and role-play. Ask the other person to take it seriously. Get them to push your buttons and practice responding calmly and moving things in a positive direction away from conflict and emotionalism. Get them to explain why they can't give you what you want. That gives you some practice on drawing them out so you can figure out what to say to remove whatever roadblock they raise. You can always say, "I understand that you can't give me what I want right now, but how close can you come?"

<http://chronicle.com/blogs/onhiring/negotiating-tactics-for-women>



RODAN+FIELDS
INDEPENDENT CONSULTANT

Buffy Alkire, MS RNC
Executive Consultant

(386) 527-8007

buffyalkire.myrandf.com
jalkire049@aol.com

Jerri Evans
Immediate Past State President, BPW/FL

We are stronger together.
jjerri0679@gmail.com

REPORTS FROM THE EXECUTIVE COMMITTEE

Vice President

When I transitioned from New York City to Marathon in 2004 with the intention of launching a charter fishing business with my husband, we were not welcomed with open arms by the business community. We were later told it was due to a multitude of reasons: distrust, skepticism, jealousy and more. So, we ended up making a bunch of what I call bar-stool friends—acquaintances, really, to have a glass of wine or beer with at the end of a long, hard day. Fortuitously, Bob and Stacie Kidwell were among those friends. Stacie, a successful realtor, had been a member of BPW/Marathon for many years and was active in the club's high school scholarship program. With a bit of coaxing, Stacie eventually convinced me to attend a BPW dinner meeting, where I was warmly welcomed with outstretched arms by all in attendance. I immediately felt I had found my place, my calling, my tribe. The acceptance, guidance, support and camaraderie filled the void I felt since leaving my New York professional community. The genuine and lasting friendships I have made remain with me even though I've moved from Marathon to Lake County. Stacie passed away a few years ago, but her mentoring remains with me today as I launch yet another business. Chapter Three for me, and I know my BPW sisters will be with me along the way.

Christy Johnson
BPW/FL Vice President

Council of Presidents Delegate

The Council of Presidents has continued to meet monthly, on the second Monday evening of the month. Most of our meetings are informal, giving each President an opportunity to speak about challenges they face as well as sharing information and celebrating successes. In March, we were joined by a special guest, Business Manager Cindi Irwin. It was a great chance to meet her, discuss her role and how she can help the Presidents and LOs. In previous meetings our special guests have included Margie Smith, Membership Committee Chair, and Debbie Ryan along with Melinda Van Fleet from the Public Relations Committee. I have thoroughly enjoyed working with the LO Presidents in this position as Delegate!

Suzi Youngberg
BPW/FL COP Delegate 2021-2022

Treasurer

My two terms as Treasurer end in June 2022. That means I'm not eligible to run again. And it's always good to have new perspectives on the BPW/FL Executive Committee. Please consider this an invitation to think about becoming involved in this way. I will be around to train whoever takes my place.

Don't let the title of Treasurer scare you. The state uses the online version of QuickBooks. The business manager does much of the work. However, I reconcile the bank transactions and author and present the reports each month. If you have questions, give me a call at 727-525-9723.

It's time to update your organization's information with the State of Florida by filing an Annual Report. You can find a link to do this on <https://Sunbiz.org>. These rules also apply to any business that you may know. Make sure you get this done BEFORE May 1, 2022. See the rules below.

- Any profit corporation, nonprofit, limited liability company, limited partnership or limited liability limited partnership annual report filing will have until 11:59 PM EST on Sunday May 1, 2022, before a \$400 late fee is assessed.
- Annual reports are due by the third Friday in September to avoid administrative dissolution.

Helen Igar
BPW/FL Treasurer, 2018-2022

Audit Committee

January 3, 2022

TO: Executive Committee Florida Federation of Business & Professional Women's Clubs, Inc.

Audit Report for the year ended 6/30/2021

The audit committee scrutinized a random sample of deposits and disbursements across all fund categories as well as the general ledger for the operating fund. We found no material errors. Therefore, we believe your records are in order. We are available for any questions you might have.

Sincerely,
Audrey Wood, Sue Soriano, Co-Chairs

Thank You!
TO THE 2021/2022
EXECUTIVE COMMITTEE
AND BOARD OF DIRECTORS
FOR YOUR SUPPORT AND DEDICATION
With Appreciation and Best Personal Wishes
Sheri McCandless



Carole J. Tolomeo
Mobile: 954-648-6876
cjtolomeo@aol.com
BPW/Fort Lauderdale
President 2020-2021
BPW/FL President 1993-1994

BPW/FL COMMITTEE NEWS

Bylaws

When's the last time you looked at your LO bylaws? Only a few of your organizations have updated them since the last Model LO changes (hats off to BPW/Englewood-Venice, BPW/Halifax, BPW/Hernando County, BPW/North Sarasota, BPW/St. Petersburg-Pinellas and BPW/Upper Keys for taking the time to do so!). As members, we hope that you familiarize yourself with these governing documents, and make sure that the optional parts are meeting the needs of your LO as it exists now.

At the state level, the committee has put forward two amendments to the BPW/FL Handbook. In January, the Board of Directors approved a change to the Public Policy Committee allowing for up to six planks on the state's Public Policy Platform. As of press time, there is a proposed amendment to allow for Standing Committee Chairs to appoint a committee member to represent at the Board of Directors meeting if the Chair cannot attend or holds more than one voting position. If that passes, it will give more members the opportunity to experience the board meetings and pursue leadership positions.

The Bylaws & Handbook Committee stands at the ready to answer questions or help you understand your governing documents. We look forward to hearing from you.

Tami Simms
BPW/FL Bylaws Committee Chair

Membership

The very short Get-to-Know-Your BPW sisters survey will be going to the EC for approval soon for distribution to statewide membership. This seeks to provide better info on where in the state we can find members who have expertise / interest affinities so we can come closer to being a true system-wide network. We want BPW/FL to become a networking powerhouse to provide the contacts you need for your next job, or the resources to grow your business. For example, my oldest daughter is just starting the process of applying for college. I'd love to know who is the ace I should be asking for advice who has been through this process or who has been an

NCAA Division 1 athlete? A real estate agent in St. Pete? Worked for a decade at a corporation I am interested in working for locally? Maybe my transitions from Aviation to Nonprofit sector to Business Consulting is useful for a transition you are making? That starts with knowing who has an interest that matches ours.

We are also doing some outreach to members in LOs that have had a tumultuous year with leadership changes. In a recent development it appears the project we were just getting started on with digital marketing of BPW/FL to professional women statewide, which is a marketing effort, will be something we instead support a separate Marketing Committee to do. We have a start so I can't wait to see who can help guide the Marketing Committee and make it a vehicle for showing the world what their expertise can accomplish. In my 20s, I was managing people in volunteer roles long before I got to be a manager in my paid career. I hope a few marketing gurus out there among the membership can help us move forward on this but also so we can discover you!

I am excited about our state organization taking some bold steps to live by the values we have held for years in our public policy platform and change is part of that journey. Of course that has had some fallout as we re-establish clearly what we are about and that is advocating for women. Clearly communicate this proud heritage to your new members at the local level, participate in it locally, and let that be what we lead with. It's the reason I am more active in BPW now than I was five years ago, and it's a compelling message to our future members to truly be part of something bigger than themselves. 'Bowling Alone' a book that came out over a decade ago chronicled the downward trend in participation in civic organizations. With some very clear and present threats to the progress women have made in our nation hovering ...and partnering with League of Women Voters to both act and spread the word, this is exactly the right time for women who might not have seen the point of joining a non-sector specific women's professional organization to do so and rejoin a community of women like ours to keep us all from losing the gains we have worked for. We have so much to offer new grads too. We're all

busy but we need what you uniquely have to offer with these statewide efforts to get where we are headed.

Reach out to me at Margie.bpwfl@gmail.com with questions or to find out more. I look forward to making new friends and learning more about your stories at the BPW/FL State Conference in May. Onward!

Margie Smith
BPW/FL Membership Committee Chair

Nominations

In 2022, we will elect a BPW/FL President-Elect, Vice President, Secretary, Treasurer (two-year term) and Nominations Chair and a BPW/FL Education Foundation President, Vice President, Secretary and Treasurer. Read the relevant bylaws (and the BPW/FL Handbook) to learn the requirements and duties of each office. If you did not submit before the 3/30 deadline for BPW/FL, you can still be nominated from the floor. Carole Tolomeo, BPW/Ft. Lauderdale) has been appointed Nominations Chair for both BPW/FL and BPW/FL Education Foundation, so reach out to her at cjtolomeo@aol.com to learn more.

Public Policy

The Public Policy Committee has met virtually several times to work on the BPW/FL Public Policy Platform, which will be presented at state conference for vote by the membership. For many years, our platform was limited to no more than five action items, but the Board of Directors voted to allow the platform to be expanded to include up to six planks. The proposed 2022-2023 Public Policy Platform was submitted to the BPW/FL Executive Committee on 3/10/22, and the full draft of the platform appears on page 13 in this issue. The first five items were not changed from the platform approved at last year's conference, but the new proposed platform seeks to establish our organization's support of voting rights and access.

The committee has also been working on updating and streamlining the talking points for the existing items on the platform, and that work is not yet complete. We have sought advice from the Public

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BPW/FL COMMITTEE NEWS

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Policy Committee's volunteer advisory board, and input is still being accepted if you wish to reach out to the committee. The committee also had an update on Equal Pay Day posted to the BPW/FL website; Equal Pay Day occurred on March 15 this year. Our Equal Pay Day update included information on the actions at the Federal level intended to help narrow the gender and racial wage gaps.

*Kristin Smith
BPW/FL Public Policy Chair*

Technology

The Technology Committee continues to expand BPW/FL's reach through social media, energize our website with relevant current content, support the BPW/FL monthly e-newsletters, enable the efforts of other state committees, and support the LOs however we can.

You can support all these efforts by liking or following our social media (you can get to them through the BPW/FL home page), by submitting information about yourself to be a weekly member spotlight, by volunteering to support the new social media marketing effort and by registering as a user of the BPW/FL website. There is some great content there (a benefit of membership), which you are missing out on if you are not registered. We are looking at how to provide more information about our members, e.g., occupation, business experience, so that we can support each other's businesses and get to know each other better. But that only works if the membership actively participates, so we hope that you do.

*Sheila Barry-Oliver
BPW/FL Technology Committee Chair*

Tribute

If you have a member who has passed, please do not wait until the end of the BPW year to report to me. The report form is on the BPW/FL website in the members-only area. Also please send a picture in jpg format. My email is joannorrbpw@gmail.com and my phone number is 305-393-1863.

Jo Ann Orr, BPW/FL Tribute Chair

101st Annual State Conference Update — Conference is only 45 days or less away!



BPW/FL Members: The Conference Planning Committee and the BPW/FL Leadership are excited that our 101st Annual State Conference is just around the corner.

Hopefully by now you have registered for both the conference and your room. If not, please do so ASAP as your room reservation cut-off (if there are still rooms available at the time of printing this article) closes on April 19. There will be no exceptions this year with the closing date for reservations at the conference rate.

We continue to encourage, you the membership, to sponsor, or solicit sponsors and to place ads in the Conference Program, so that we can continue to keep our Conference costs reasonable. You can find all of the forms on the website by following this link: <https://www.bpwfl.org/2022-bpw-fl-annual-conference/>. Please share the opportunity to sponsor, be a vendor or to have an ad in our Program widely among your circle of influence; no ad or sponsorship is too small.

Registration for conference at the early bird rate will remain open until May 1, 2022; after that you will pay a higher rate to attend, so I encourage you to register early. You can also register online or via phone for your room at Saddle-

brook. Room rates are \$179 for a 1 bedroom/1 bath suite and \$249 for a 2 bedroom/2 bath suite.

As many of you know from last year the resort has been for sale. It is with pleasure that I announce that the resort is now owned by Mast Capital out of Miami. The new owners will be evaluating the property and making some changes, although none of it will cause any change to our structure for the weekend. We are hopeful that the spa and other restaurants, on site, will be open, but are working toward having private massage available in the hospitality room, if the spa is not open.

We are very happy to advise we will have seated lunches (and maybe designated seating just to change things up a bit) as well as an installation banquet. We are still planning for some fun things, both in the evening and in the morning, which will be announced to the membership as we move forward. The installation banquet will be formal, so get out those fancy clothes and be prepared to come and have a good time.

I hope to see you at Conference!

*Jerri Evans, 2022 State Conference
Chair
We are stronger together.*

RESPECTFULLY DISCUSS CONTENTIOUS ISSUES

By Joseph Grenny

You probably wouldn't be surprised to hear that people are more hesitant to speak up at work now than they were a few years ago. I certainly wasn't shocked when a study our firm conducted in late 2021 of more than 1,400 people confirmed this. After all, we are living in one of the most volatile social landscapes of our time. But while that finding wasn't surprising — the magnitude of the fear was. Nine out of 10 respondents have felt emotionally or physically unsafe to speak their mind more than once in the past 18 months. And 39% reported feeling unsafe either every day or every week. Only 7% report that they are just as confident as ever in social situations.

The topics that people most dreaded addressing were, once again, not a shocker: with political or social issues (74%) and Covid issues (70%) ranking as the most daunting.

But, fortunately, the purpose of the study wasn't to validate the obvious. It was to explore a hypothesis that is a little less obvious — we wondered if a significant part of our heightened angst is *of our own creation* rather than a function of current conditions.

When we talk about issues that are emotionally and politically risky, we tend to see the other person in a more negative light. We tell ourselves stories that portray us as virtuous victims and the other party as evil villains. This storytelling generates emotions of disgust and fear, which we bring into the conversation. These emotions further provoke the conflict, and lead to a downward spiral that reinforces our self-made judgment and feeds our negative feelings.

In our study we leaned on a long-established concept in psychological research called the Least Preferred Coworker scale to find subjects who tended to judge others more harshly. Fred Fiedler, a business and management psychologist who developed the scale, found that he could identify leaders who were difficult to get along with by asking them to describe someone they thought was difficult to get along with on a series of scales. Those who tended to judge more harshly tended to be those who cared less about people and more about work.



We first asked subjects to describe their level of fear in a recent social situation. Next we had them rate the person they encountered on 11 personality dimensions. For example, were they more kind or unkind, moral or immoral, rational or irrational? A number of the dimensions would not be relevant to fear (e.g., sincere vs. insincere or intelligent vs. dumb), but were used to test whether someone appears to be judging someone harshly across the board. We next compared the fear levels of those whose stories were more nuanced to those who levied across-the-board negative judgments of others. We used stepwise regression to calculate how much of the subject's fear might be accounted for by harsher stories as opposed to real risks of speaking up.

The result? Those who tended to tell more extreme stories about their conversational colleagues were more than three times more likely to feel fearful and 3.5 times more likely to lack confidence in speaking their minds.

The size of the effect stories have on our confidence and ability to speak up is stunning, but it makes sense. If I tell myself you are an ignorant, evil jerk, I'm more likely to think you'll be vindictive — or worse — if I disagree with you. (Of course, I don't want to discount the idea that speaking up does carry risks, especially if you're disagreeing with your boss. This study mostly focused on speaking up with peers.)

We also combed through our data to see if there were respondents who faced similar communication challenges with equally prickly peers, but who felt more confident and less fearful about speaking up. Their responses revealed a host of tactics that any of us can use to deescalate our own stories and step into conversations, even conversations around tough topics more effectively.

Make it safe.

This tactic was used by 76% of the respondents who felt confident about speaking up. When emotions escalate, reassure others of your respect for them and point out values you both share.

“When I had to present to employees the state-mandated Covid vaccine requirements, I knew that I had to do it while still showing care and consideration for their personal choices and beliefs. I went in with respect and care for my staff and their feelings, choices, and beliefs. I started the conversation by honoring those, provided facts of what was coming down the pike, and offered them opportunities to ask questions and share their opinions and thoughts.”

Get curious.

Used by 72% of respondents, rather than try to decide “who is right,” aim to understand the world view of the other person. Ask questions, seek to understand, and show interest.

“On a recent project, our collaborating partners had a pattern of not responding in a timely manner to our communications and when they replied, they didn't answer all of our questions. I asked them directly if there was an issue in my communication or if there was something I missed. This sparked a series of events that changed the way we communicate. I believe that behind every behavior there is a subconscious positive intent. With that in mind, I work hard not to judge people. I take the information for what it is. To observe, but not judge. This has helped me navigate my way through difficult situations.

Start with facts, not judgments or opinions.

Used by 68% of respondents, carefully lay out the facts behind their point of view. Use specific and observable descriptions.

“We have a site level manager who is 100% against masks and vaccines and thinks Covid is some governmental conspiracy. He refused to enforce company policy on masks and vaccines at his location. I was confident in my discussion

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DISCUSSIONS *(Continued from page 8)*

with him because I knew I was relaying company policy that needed to be followed. I actively listened to his concerns and showed empathy for his beliefs but was able to confidently but not arrogantly hold the line on policy. I tried to help him look beyond his personal beliefs to the bigger picture of his role and responsibilities as a manager. It was a very tense conversation but I was comfortable with what I needed to deliver and how to deliver it.”

Don’t focus on convincing.

Used by 48% of respondents, don’t let your main goal be to change the other person’s mind. Instead, encourage the sharing of ideas and listen before responding.

“I’ve had numerous conversations recently about the prime minister in Canada. My husband believes he’s responsible for ruining the country. I can express my views without telling him he’s wrong or making him feel defensive. I ask him questions that encourage him to contemplate a different point of view without insisting that he’s wrong.”

Be skeptical of your own point of view.

Used by 42% of respondents. Conversa-

tions work best when you come in with a combination of confidence and humility. Be confident that you have a point of view that is worth expressing, but humble enough to accept that you don’t have a monopoly on truth and new information might modify your perspective.

“My friend and I had a heated conversation about homelessness. We came from different perspectives of who the homeless are (are they lazy drug addicts, or victims of misfortune and mental illness, etc.?). Because we were both open to new information, we came to a more nuanced view of things.”

Own your right to have your opinion.

Used by 11% of respondents, rather than rely on others to validate your right to your opinion, take responsibility to validate yourself.

“Three coworkers literally backed me into a corner to talk about vaccines. They all advocated strongly for their position. Their voices were strident and firm, but not raised. I disagreed with their collective voice and felt intimidated at first, but then remembered: these are my teammates, I love and respect them, and they love and respect me. We simply hold different perspectives/worldviews on a current hot topic, one that has ignited a strong passion in them. So I listened, then responded calmly and

firmly that at this time, my view is different than theirs but I will continue to consider the situation. They pushed back (verbally), and I simply restated my personal conviction and my willingness to reconsider as more information becomes available.”

There is no doubt that the past couple of years have presented us with more divisive topics. But if our fear continues to cow us into silence, the result will not be peace but greater division. This study suggests that we might be stoking our own fear through our exaggerated judgments of one another. Thus, the path to productivity in the workplace and harmony in the world is at least in part in our own hands...or minds. Scrutinize your own stories and you’ll moderate the way you see others. Moderate the way you see others and you’re more likely to find a way to productive dialogue.

Joseph Grenny is the author of the New York Times bestselling book, Crucial Conversations. He is also the cofounder of VitalSmarts, a learning company that offers courses in the areas of communication, performance, and leadership.

<https://hbr.org/2022/02/how-to-respectfully-discuss-contentious-issues-at-work>

COME OUT SMARTER AFTER FAILURE

The same failures repeat for blunt skulls. It’s not enough to say, “I screwed up.”

A 3 step system to come out smarter after failure:

#1. Name it. Address the past.

Name the bad decisions and behaviors that led to failure.

- I didn’t explore constructive dissent.
- I allowed others to lower my standards.
- I didn’t discuss this with mentors, advisors, or a coach.
- I assumed things would go smoothly.
- I put confidence in untested team members.

The most important benefit of failure is humility.

#2. Claim it. Own the present.

Own the negative impact of failure on yourself, individuals, teams, customers, and your organization. Complete these

sentences:

1. Our team lost momentum because I ...
2. We lost revenue because I ...
3. Our customers were disappointed when I ...
4. I let myself down when I ...

#3. Reframe it. Move toward the future.

Forward-facing reframe:

1. My personal aspirations are (Don’t say your aspirations are to stop failing.)
2. Next time I’ll
3. Invite input. What suggestions for future success do you have for me?
4. I need to stop _____, in order to be the manager I aspire to be.
5. I need to _____, in order to be the leader I aspire to be.

Wisdom-gaining reframe:

1. I’m learning that managing requires
2. I’m learning that my team needs
3. I see in myself a

4. I’m thankful for

Failure tips:

1. Don’t sweep failure under the carpet. When you fail to benefit from failure, you double defeat.
2. If your organization shoots its wounded, get the most from failure with someone you trust.
3. Use the ‘three steps to come out smarter after failure’ with yourself, direct reports, and teams.
4. Spend 30% of your time looking back and 70% of your time looking forward. Address failure from a positive orientation, even when facing negative consequences.

<https://leadership-freak.wordpress.com/2016/09/12/a-3-step-system-to-come-out-smarter-after-failure/>

WHAT IS YOUR PERSONAL LEADERSHIP BRAND?

By Adam Bryant

To help build authenticity, be clear on the specific values that have guided your career and that you expect others to embrace.

Early on in our careers, we are schooled in the importance of the elevator pitch, so that we can deliver a concise answer if somebody important we meet in passing asks, “What are you working on?” or “What do you do here?” The succinct sales pitch is also an essential skill for entrepreneurs taking turns in front of an audience of investors: they have to be able to capture their killer idea in a dozen or so words.

But in our consulting work with senior leaders, we find there is a specific type of elevator pitch that executives often overlook. It’s the answer to the questions “So what kind of leader are you?” and “What should we know about your leadership style?” Having a thoughtful reply at the ready could be a factor in landing a promotion. But more crucially, providing clarity about your leadership style will help you to build trust with your team. Think of it as your personal leadership brand—what you stand for, including the values that guide your behaviors as a leader, and what you expect from others.

It’s not that people don’t have anything to say in response to these questions. Some will volunteer that they believe in “servant leadership,” or that they are results-driven or believe in excellence and integrity.

And they’re not wrong. It’s just that they use phrases that are so general and at such a high altitude that they don’t provide anything concrete in terms of the behaviors that people can expect from them. The sentiments get muddled with corporate mission statements and purpose statements that often default to a version of “making the world a better place,” a cliché that can easily be skewered. (Think of the HBO series *Silicon Valley*, a satirical look at life in the tech startup world.)

The value of a personal brand

Just as with corporate values, the real test for your personal leadership brand comes during moments of pressure and stress. Do you abandon your values, telling yourself that you’ll come back to them when things settle down? Or do they matter even more in those moments?

What are the three values that are most important to you as a leader and a colleague—that is, the consistent behaviors that everyone can rely on from you?

When I interviewed Susan Desmond-Hellmann, the former CEO of the Bill & Melinda Gates Foundation, she talked about the importance of being predictable and reliable as a leader. If you can clearly articulate how you would act in a given situation, “people don’t have that burden of always thinking, ‘I wonder what he or she would do.’ It’s pretty clear.”

For example, I was struck by one of the principles that Ron Williams shared with his team when he was CEO of Aetna. He made clear that he expected everyone to always strive to be 15% better. “People can start thinking, ‘If I just keep doing what I’m doing, that’s okay.’ But the world has become dramatically more challenging. Your business is bigger. It’s more complex technologically. You’ve got to master [new things]. You are never done.”

When I asked Williams how that approach came about, he said that professors at the community college he attended, and others in his life, provided encouragement regarding his potential. “The people who were really supportive helped me develop this philosophy of always striving to be better. Eventually, that was distilled into the idea of always pushing to be 15% better in all aspects of life.”

The leadership challenge

Here are some of the prompt questions we use when we help executives work through the exercise of developing their personal, authentic leadership brand:

- What are the three values that are most important to you as a leader and a colleague—that is, the consistent behaviors that everyone can rely on from you?
- How have you lived those values in your career?
- Why are they important to you for driving success?
- If you were recruiting someone to join your team, what would you say to them about your leadership approach and philosophy?

If you try to answer these questions, be certain to give yourself plenty of time for introspection. Make sure you steer well clear of platitudes or any generic statements. Imagine yourself taking over a new team of direct reports who ask you a series of questions in your first meeting with them: “What are your personal leadership values? Why are they important to you? What do they look like in practice? Where did they come from?”

When people talk about leaders they admire, they’re often described as “authentic.” In the context of leadership, that means trustworthy, reliable, genuine, and having a sense that what you see is what you get. If you’re lucky enough to work for an authentic leader, you won’t have to spend energy wondering which version of the boss is going to show up on a given day, depending on either their mood or the stresses they are facing.

That type of consistency should be the goal of all those aiming for the top. So, back to that elevator pitch: do you understand who you are as a leader?

Adam Bryant is managing director of The ExCo Group, a senior-leadership development firm. He is the author, with Kevin Sharer, of The CEO Test: Master the Challenges That Make or Break All Leaders.

<https://www.strategy-business.com/blog/What-is-your-personal-leadership-brand>

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Thursday, May 19
Special Meetings, Fun Event, Registration Begins

Friday, May 20
Educational Programming, Fun Event

Saturday, May 21
Business Meeting, Elections, Awards, Banquet

Sunday, May 22
Special Meetings

Go to www.bpwfl.org/2022-annual-conference/ to Register Today

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Candidates for BPW/FL Office

As of press time, no paperwork had been received by the Nominations Chair for candidates for BPW/FL offices (President-Elect, Vice President, Secretary, Treasurer or Nominations Chair).

Nominations must come from the floor at state conference but candidates are reminded that all candidates need official endorsement by an LO.

CODE OF ETHICS

1. In order that all the members are given a chance to know the candidates, each candidate shall be introduced at a regular business meeting of the Annual State Conference.
2. An open forum for candidates for State Office will be held during the Annual State Conference prior to election. The procedure shall be as established in Article XII, Section 10 of the State Bylaws. The candidates' open forum, with the Chair of Nominations present, will be in addition to a three-minute presentation of each candidate to the Conference body during a business meeting.
3. Any entertainment honoring candidates shall be simple and shall not interfere with the Annual State Conference meetings or business.
4. Members may wear campaign material on their persons, purses or folders. No giveaway items of any kind shall be permitted.
5. Any individual is free to speak to others on behalf of the candidates but good taste precludes speaking in opposition to any candidate.
6. Members should be free to support candidates on the merits of the candidates themselves, and not be bound by the instructed vote of their local organization if instructions should be in conflict with their findings upon learning the qualifications and meeting the candidates at the Annual State Conference.

BPW/FL Proposed Legislative Platform 2022-2023

ITEM 1: Equality for All

BPW/FL members acknowledge the fundamental equality of all persons and are devoted to the defense of their inherent dignity. We believe in fairness and inclusion so that all have the opportunity to reach their fullest potential. We protect our communities and our liberties, ensuring peace, justice, freedom and humanity. We believe that the rights of women require constant vigilance and a thorough examination of laws to eliminate those that harm women disproportionately. Therefore, BPW/FL supports legislation that calls for equality for all, including, but not limited to, passage of the Equal Rights Amendment, which states: "Equality of rights under the law shall not be abridged or denied by the United States or by any state on account of sex."

ITEM 2: Economic Equity, Opportunity and Self-Sufficiency

BPW/FL supports legislation which assists women in obtaining pay equity and equal employment opportunities; promotes opportunities for women-owned businesses; encourages women-owned businesses to compete at the local, state and federal governmental levels; promotes affordable, quality dependent care to help ensure economic self-sufficiency for women; and supports social security reform options that benefit women.

ITEM 3: Safe Workplace

BPW/FL supports legislation that creates a safe workplace; a workplace free from violence, harassment and assault. We support legislative funding and education that will ensure workplaces are free from all forms of violence, harassment and assault.

ITEM 4: Health Care

BPW/FL supports legislation that ensures reproductive choice and full access to all reproductive health education and services, including prescriptions. We support legislative funding and initiatives for women's health care needs, with special emphasis on heart disease, stroke, lung cancer and breast cancer early detection, treatment, and recovery. We support the expansion of Medicaid in Florida, recognizing that working women and their families have the largest need for affordable and accessible health care.

ITEM 5: Environment

BPW/FL supports legislation that ensures clean air, water, soil and energy. We support legislative funding that will ensure the continuation of clean air, water, soil and energy and specific interactions with the environment. We support these environmental concerns as they relate to women's health, wealth and well-being and recognizing the large impact the environment has on them individually and their families.

ITEM 6: Voting Rights and Access

Free and fair elections are the foundation of our democracy. BPW/FL supports legislation that is aimed at expanding voters' access to the polls, including the expansion of early voting and online voter registration. We also support measures designed to protect the right of all American citizens to vote, in fairly drawn legislative districts, and therefore oppose any legislation that is designed to restrict or dilute voting access for the members of any segment of the population, whether the discrimination is based on race, gender, or disability.

2022 Annual State Conference – “Pearls of Wisdom” – Schedule May 19 – 22, 2022, Saddlebrook Resort in Wesley Chapel

Thursday, May 19, 2022	
2:00 – 3:30 p.m.	2021-2022 BPW/FL Executive Committee Meeting (Executive Committee Only)
3:45 – 5:00 p.m.	2021-2022 BPW/FL Board of Directors Meeting
5:00—6:00 p.m.	Council of Presidents Meeting
6:00—7:00 pm	Putting Contest/Fundraiser for Breast Cancer Fund
3:30 – 5:00 p.m.	Registration
	Dinner on Your Own

Friday, May 20, 2022 <i>Educational programming designed to build attendees Personally, Professionally and Politically</i>	
7:00 – 8:00 a.m.	Organized Activity
7:30 a.m. – Noon	Registration
7:45 – 8:45 a.m.	First Timers’ Orientation
8:45 – 9:00 a.m.	Welcome from Sharon Arroyo, Duke Energy Florida Vice President, Government & Community Relations Welcome from BPW/FL President Ilja Chapman
9:00 – 9:45 a.m.	Tampa Fire Rescue Chief Barbara Tripp
10:00 – 10:45 a.m.	Mary Owens, Building Your Business by Building Relationships
11:00 – 11:45 a.m.	AmondaRose Igoe, Public Speaking Secrets Revealed
12:00 – 1:30 p.m.	Luncheon
1:45 – 2:30 p.m.	Renee Baker, Wealth Gap
2:45 – 3:30 p.m.	Dawn Hunter, Advocating for Equity
3:45 – 4:45 p.m.	Fellowship Reception
	Dinner on Your Own

Saturday, May 21, 2022 <i>Business Session</i>	
7:30 – 10:00 a.m.	Registration
8:00 – 9:00 a.m.	Past State Presidents Breakfast (PSPs Only)
9:15 – 9:30 a.m.	Welcome
9:30 – Noon	BPW/FL & Education Foundation Business Meetings/Elections
Noon – 1:00 pm	Luncheon
1:00 – 1:30 p.m.	Foundation Hawg Callin’
1:30 – 2:15 p.m.	Awards Ceremony
2:30 – 3:45 p.m.	Structured Planning Session
4:00 – 5:00 pm	Fun Activity
6:30 – 8:30 p.m.	Banquet/Installation of Officers

Sunday, May 22, 2022	
9:30 – 10:30 a.m.	2022-2023 Board of Directors Meeting
10:45 – 11:45 a.m.	2022-2023 Executive Committee Meeting

Thank you



The members of BPW/Upper Keys appreciate all who have stepped forward to serve BPW/FL this year, especially:

- **Ilja Chapman** -- for your service as BPW/FL Vice President and stepping into the position of President
- **Suzi Youngberg** -- for your service in leading the Council of Presidents while serving as our LO President
- **Margie Smith** -- Chair of the BPW/FL Membership Committee
- **Gina Boilini** -- Secretary of the BPW/FL Education Foundation

Your contributions of time, talent and enthusiasm inspire and empower us all!



Business and Professional Women/Upper Keys

Please join the members of BPW/St. Petersburg-Pinellas in thanking the women of our local organization who have served BPW/Florida with their time and talents over the last year.

Helen Igar
Treasurer

Kristin Smith
Public Policy Chair

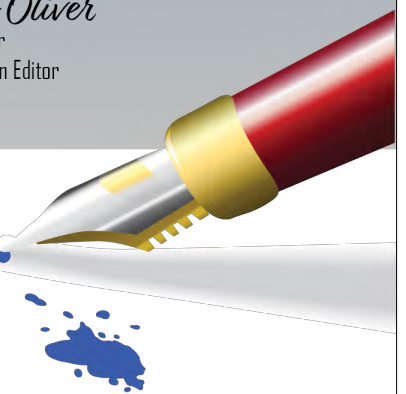
Ferri Evans
State Conference Chair

Audrey Wood
Audit Chair

Tami Simms
Education Foundation President
Bylaws Chair

Sheila Barry-Oliver
Technology Chair
Florida Business Woman Editor

Thank you



LOCAL ORGANIZATION

BPW/Englewood-Venice

Our LO is working hard trying to rebuild our membership. In January we had an Open House for Membership Drive at the Englewood Chamber of Commerce. Food, wine and information were on the agenda. At least two ladies who attended have now become members.

Due to low attendance at our dinner meetings, we decided to change venues from Plantation Golf and Country Club to Café Venice. The private room at the new venue would accommodate 22 people, and the attendance we had in November, December and January dinners was around 12. We felt confident that the room with a maximum of 22 would be plenty of room for us.

However, at our first meeting held there, on March 15, we had a remarkable turnout. Two weeks prior to the date, we had to close reservations because we were full. As it turned out, we had a few last-minute cancellations and this allowed all our members who wished to attend to be there. The number included six guests and two of these guests are now new members. Three additional guests stated that they were planning to join, and since the Membership Drive ends on March 31, 2022, there is a good chance we will get additional members soon. Fingers crossed!

Our May meeting date will be our annual BFF Dinner. BFF stands for “best female friend” or “best family friend”. This is a fundraiser where we have musical and comedic entertainment in addition to the dinner and many raffles. In the past, we have had a large group attend, and therefore we will be holding this dinner at the country club, which can accommodate our guests. Heading into the fall, we have our annual wine tasting event scheduled for November 4. The co-chairs of this event will be Cyndi Fredricks and Debi Straw. In the past this has been our largest and most successful fundraising event.

We’re looking forward to the great things we will be doing together and the annual state conference. Hope to see many of our BPW sisters there from around the state of Florida.

BPW/Gold Coast

Our members continued to meet informally to support each other. And in that vein, two members (Sue Banks and AJ Van Wallendael) attended a UN International Women’s Day celebration March 8. Also pictured are Reda Lester, past BPW/FL Membership Chair, and Lisa Armbrust, past BPW/FL Treasurer.



BPW/Gold Coast partnered with BPW/Ft. Lauderdale to provide welcome goodie bags to the residents of BPW/FL Education Foundation scholarship houses at FAU and FSU. It was a joy to be able to deliver the items to the residents of the FAU house and to connect with some of the residents.

BPW/Marathon

BPW/Marathon held their annual Kuban Keysino Night on March 11 at Marathon Jet Center. It was an evening of entertainment, food, drinks and fun. Guests dressed in their best tropical attire. Refreshment hour was 6 to 7pm with food and drinks catered by Brutus Seafood. Game play commenced at 7 with prizes awarded starting at 10. All proceeds benefit the BPW/Marathon Stacie Kidwell Scholarship Fund.



BPW/North Sarasota

We are approaching the end of another club year and remain active and vigilant about issues of concern to our members and our community at large.

BPW/North Sarasota was selected to receive a Community Service Award from the Sarasota Martin Luther King, Jr. Celebration Committee at its annual breakfast on Monday January 17 for our many years of work and service to the Sarasota community. It was such a great honor! Unfortunately, due to COVID, the breakfast was cancelled but the award will be presented at a later date.

In February, we began planning our H’attitude Scholarship Luncheon and Hat Show, scheduled for Saturday June 11. At the luncheon, we will recognize three women in our community for their work in the Sarasota-Manatee communities. We are hoping for a grand celebration, which promises to be a fun event.

On Tuesday March 8 an important election was held in Sarasota – the renewal of Sarasota County School District millage referendum, which would continue for another four years, and a referendum on whether to continue to elect county commissioners through single-member districts. Both referendums passed; the latter was of particular interest to the African American community with regard to being able to elect a person of color to the commission.



In March, former City Commissioner and Mayor of the City of Sarasota spoke to us about the referendums and their impact on the community.

We are planning for State Convention in May and will have four members attending. We are proud to announce that our LO Bylaws were finalized and approved.

(LO) NEWS

BPW/St. Petersburg-Pinellas

BPW/SPP momentum continues, and we are delighted to share our success. As announced previously, our partnership with the St. Petersburg Chamber continues to yield excellent results. BPW/SPP President Michele Cavallo participates on the Chamber Leads & Luminaries Board and the Chamber promotes BPW events. Our membership has grown and the PR in the community has been excellent. Our holiday party was delightful, and our philanthropy committee sponsored the opportunity to deliver handwritten Christmas/holiday cards to residents who were in nursing homes. It was a lovely event, and we are so thankful to give back to the community.

Our programming has been very strong as we continue to deliver meaningful topics from our community – we learned about the economic landscape for women in 2022, we received information on the political landscape, we met the newly appointed female Deputy Mayor of the City of St. Petersburg who shared the city's vision and had a wonderful conversation with the St. Pete Arts Alliance sharing how the arts help with the city's renaissance.

We had a very successful Unhappy Hour for Equal Pay Day (one of our most successful annual events). Equal Pay Day represents the day into the current year that a woman must work in order to earn the same as her male counterpart in the previous calendar year. This year it was March 15, the date that represents ALL women's equal pay day; however, when broken down by race or income level, the dates vary greatly. We had 86 people in attendance (our largest crowd ever), read proclamations from the city and the county, and gained five new members as a result. The St. Petersburg Chamber of Commerce and members Kristin Smith and Jane Byers were sponsors.



I will highlight two very active committees – the Diversity, Equity and Inclusion (DEI) Committee and the Legislative Committee. First, the DEI Committee is well on its way to setting a mission statement and doing great work. We have agreed on the definition of equity for BPW/SPP and have finalized and tested a member demographic survey, which we plan to send out soon. Our Legislative Committee has been very busy with several pieces of legislation that have a direct impact on women--specifically, the abortion bill, don't say Gay bill and Crimes Evidencing Prejudice bills. We signed onto a letter of support endorsing a \$15 minimum wage.

We will usher in new leadership in April so this will be my last FBW update. I want to thank my awesome LO and my EC for helping this first time President lead and guide through a difficult time. It's hard to remember what the world looked like when I started but am glad that the club is stronger than ever. It has truly been an honor.

BPW/Upper Keys

Greetings from the Upper Keys! We are thrilled to report that our LO is growing and back in full swing with our events and workshops!

Our Annual Holiday Party was well attended and it was so nice to be back together for such a festive occasion! As per tradition, it was hosted at the home of a member and Theresa Sutter once again opened her lovely waterfront property to us and a fabulous time was had by all! As always, the White Elephant style Tacky Ornament Gift Exchange was fun for everyone.

We kicked off the new year with our bi-monthly luncheon featuring member Melinda Van Fleet as the presenter. Melinda is a best-selling author and gave an inspiring presentation: "Don't Let Comparisons Hold You Back." It was sponsored by the Italian Food Company, and our featured charity of the month was Community Foundation of the Florida Keys. We inducted four new members! The luncheon was well attended, and we also presented a check to the Florida Keys Children's Shelter from funds raised at the Holiday Party!

In February we hosted two events. On February 3, Board member Patricia Milian presented an in-person Professional Development Workshop: How to Build a Standout Brand. We were able to hold the workshop at the new Upper Keys Center of the College of the Florida Keys. It was a lovely auditorium style classroom. Patricia did a great job and we have received so much feedback asking for more workshops! On February 16 we had our bi-monthly evening social event. The venue was on the beach at the beautiful Baker's Cay Resort Key Largo. We were treated to an amazing sunset view and a full moon!

March brought the return of Speed Networking - "Not Your Mother's Networking Luncheon." It is one of our most requested events, combining writing and practicing a powerful elevator speech with speed dating! It was sponsored by ComplyRight, and the charity of the month was MarrVelous Pet Rescues. We inducted two new members, one being our fourth current male member! Our Connect Over Coffee virtual meetings continue on the first Wednesday morning of every month. "Tell Me Something Good" is the theme and it's a great way to start the day!



Our Adult Scholarship application process opened on March 1, so we are actively taking applications for scholarships to be awarded in May. The Nominating Committee also formed on March 1 and will be seeking nominations for the 2022-23 Board to be elected in May. We are pleased that Board Secretary Jill Kuehnert agreed to step into the unfilled President-Elect position for the remainder of the current Board's term.

We look forward to seeing everyone at State Conference!

LO PRESIDENTS

Englewood-Venice

Esther Bird
estherbird2@aol.com

Fort Lauderdale

Carole Tolomeo
cjtolomeo@aol.com

Gold Coast

Sue Banks
sabanks@earthlink.net

Halifax

Check BPW/FL website for contact information

Hernando

Amy Bennett
amybennettpw@gmail.com

Marathon

Mallory Pinto
memorton@yahoo.com

Miami Shores

Check BPW/FL website for contact information

North Sarasota

Deanna Manigo
onedaisystar@comcast.net

St. Petersburg-Pinellas

Michele Cavallo
Michele.Cavallo@duke-energy.com

Tampa Bay

Heather Brown
heather.brown@frazierdeeter.com

Upper Keys

Suzi Youngberg
suziyoungberg@gmail.com

To see a map of where all the BPW/FL local organizations are and to learn about their meeting dates/times/locations, visit <https://www.bpwfl.org/membership/local-organizations/>.



Business and Professional Women/FL

Sue A. Banks
State President
2002-2003
2010-2011
Sue A. Banks & Associates
4335 Elm Avenue
Palm Beach Gardens, FL 33410

ph: 561/776-6349 (h/o)
em: sabanks@earthlink.net

www.bpwfl.org
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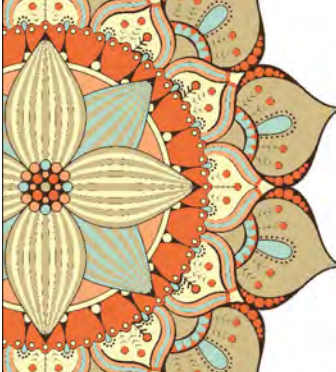
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- ✓ Member Meet Ups on the fourth Thursday
- ✓ Committee meetings each month
- ✓ Women's Equality Day

PLUS

- ✓ Leadership Training
- ✓ Activism
- ✓ Skills Development
- ✓ Philanthropic Events
- ✓ Partnership Building
- ✓ Networking
- ✓ Supporting Our Sisters
- ✓ Advocacy
- ✓ Friendship

WE HAVE A LOT HAPPENING IN 2022 AND WE HOPE YOU'LL JOIN US!

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 Business and Professional Women / St. Petersburg Pinellas



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TIME FOR HAPPINESS

By Ashley Whillans

No matter what the outcome of our efforts, we all feel increasingly strapped for time, and often the things that we think will make us happy — the accomplishments we work so hard for — don't. They most certainly do not give us back moments with our families and friends or more hours to ourselves. A preponderance of evidence shows that the feeling of having enough time — “time affluence” — is now at a record low in the United States. In a recent survey 80% of respondents did not have the time to do all they wanted to each day. This situation is so severe it could even be described as a “famine” — a collective cultural failure to effectively manage our most precious resource, time.

Time poverty exists across all economic strata, and its effects are profound. Research shows that those who feel time-poor experience lower levels of happiness and higher levels of anxiety, depression, and stress. They experience less joy. They laugh less. They exercise less and are less healthy. Their productivity at work is diminished. They are more likely to get divorced. Time stress has a stronger negative effect on happiness than being unemployed did.

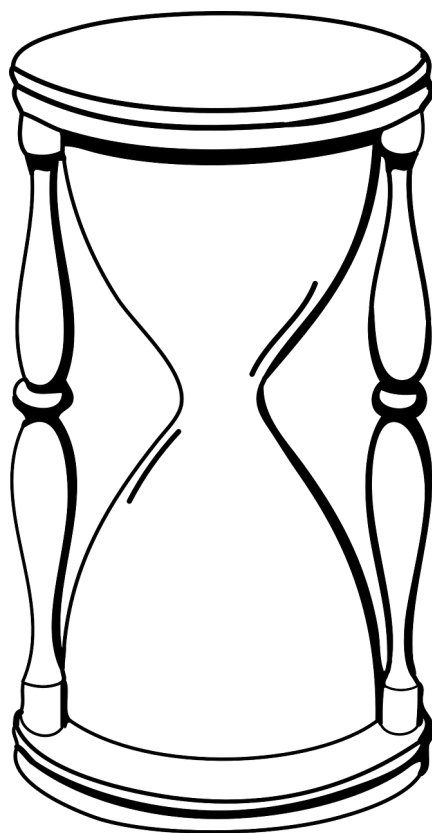
The irony is, despite the perception that people today work longer hours, the data reveals that most of us have more discretionary time than ever before. How can we feel so starved for time? The answer seems to be money. We believe money will make us happier in the long run. Our thinking is backward. Research consistently shows that the happiest people use their *money* to buy *time*. People who are willing to give up money to gain more free time — by, say, working fewer hours or paying to outsource disliked tasks — experience more fulfilling social relationships, more satisfying careers, and more joy, and overall, live happier lives.

If there's one resolution that you keep this year, it should be to focus on making choices based on time, not money. It's not easy; our entire world and even our brains are rigged to make us value money first. But it can be done, and I'll share some smart strategies you can start employing today.

WHY WE VALUE MONEY OVER TIME

Evidence points to these culprits for time poverty: wealth and financial insecurity. Individuals who earn more money report feeling more pressed for time. But it makes more sense if you understand commodity theory, which holds that when any resource is perceived as valuable, it is also perceived as scarce. So, the more we get paid for our time, the more we value it, and the more intensely we feel the loss of any moment. Feelings of financial insecurity (regardless of actual wealth) may also prompt people to experience more intense time poverty. That's because individuals who feel unsure that they'll have the same job or earn the same level of pay in the future are more likely to prioritize having more money at the expense of having more time.

The core challenge to reducing time poverty and unhappiness is not financial but psychological: the erroneous belief that wealth will make our lives better.



WHY WE SHOULD VALUE TIME OVER MONEY

It's important to note that some people — particularly those who are struggling to make ends meet or who feel uncertain about their financial future — often do feel happier when they choose money over time. But it's still clear that those of us who are more fortunate may need to rethink our priorities. From this and many, many other studies we assert:

Time yields happiness. Greater overall well-being cannot be explained by income, education, age, marital status, number of children living at home, or number of hours worked per week. We found that people who spent money on time-saving services reported greater satisfaction with their lives. Purchasing them helped respondents deal with stress and feel less overwhelmed by their to-do lists. This was true even with relatively small, one-time purchases.

Time is social. People who value time over money socialize more with peers. This is important because even fleeting social interactions with others can play a surprisingly large role in reducing stress and promoting happiness, as other researchers have found. Prioritizing time over money brings couples closer. Those who spend money on time-saving services report spending more quality time together and deriving greater satisfaction from their relationships.

A focus on time builds more-rewarding careers. People who value their time are more likely to pursue careers that they love. When people have jobs they truly enjoy and thus are happier, they are less negatively affected by stress and more productive and creative. They also are less likely to quit.

HOW TO START

Although your brain and your organization may be conspiring to make you choose money over time, a few daily actions could help you shift your mindset. The following simple strategies can reduce your time poverty and help you reclaim your schedule.

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1. Personal Activities

Plan your future time. When it comes to leisure time, our preliminary data suggests that people have a natural bias toward spontaneity: We don't want to feel our free time is too scheduled. So we do things like leaving weekends up to chance — and then end up wasting much of them. But we're actually happier if we make plans and don't passively fritter away time.

Be more active. Personal pursuits like volunteering, socializing, and exercising can have a transformative effect on people. Research shows that *active* leisure is profoundly better at combating time stress than *passive* leisure (such as watching TV or just relaxing) is.

Spend more time eating. On average, the French spent significantly more time eating. Americans spent more time choosing their meals than actually enjoying them. Because they savored their food more, the French derived greater satisfaction from it, which in turn reduced their stress.

Meet new people and help others. Although initiating a conversation with someone you don't know is hard, casual social interactions with strangers significantly boosts happiness. And volunteering is not only linked to greater happiness but also increases your feelings of time affluence. Although volunteering consumes your time, the act of giving time away makes you feel more in control of it.

Spend more time experiencing awe. Awe is a positive emotion we feel when encountering something vast and expansive, like a panoramic view of the Pacific Ocean. It can increase our sense of time affluence, which is yet another reason that scenic hikes, tropical vacations, or just a few moments of looking up into the sky can rejuvenate us.

Take more vacation time. This is almost too obvious, but in America especially, vacation days are underutilized. This probably relates to our sense that missing work or being able to *afford* vacation time signals lower status; important people are too busy for that. Employees who take more vacation days report greater life satisfaction. Yet 15%

of employees report taking *no* vacation days and only 40% said they'd taken all their paid vacation.

2. Buying Time

When considering how we can use money to increase our happiness, most of us think of investing it in positive experiences like Hawaiian vacations. But it's also important to think about how to eliminate negative experiences from our day.

Outsource your chores. Today you can hire people to walk your dog, assemble your furniture, pick out your clothes, chauffeur your kids to their sports practices, declutter your home, and even wait in line for tickets for you. Yet using such services is a big leap for many, who see them as extravagant or unaffordable. It's the money-first mindset that makes them believe that. In fact, spending money on time-saving services can reduce stress and increase happiness, even for people with low incomes. One caveat: outsourcing *too* much can make people feel that their schedules are out of control, which undermines contentment.

But understand what specifically you want to offload. We often dislike certain aspects of a chore but enjoy others. Focus on outsourcing the tasks or aspects of tasks that you find most disagreeable. That way, you can spend more minutes engaged in the part that you enjoy about any daily activity.

Do less comparison shopping. The amount of time it takes to find the best price is often more valuable than whatever savings you gain. Driving farther for cheaper gas or going from store to store to find the same outfit at the lowest cost probably isn't worth the effort. Reset your thinking so that price isn't the only consideration. It's OK to spend more to free up time.

Buy better time. Once you have outsourced chores, devote your new free time to things that are most likely to promote happiness, like activities with your friends and family. Don't spend all your time on the couch. Each time you open your wallet, ask yourself: Will this purchase change my use of time in positive ways? If the answer is no, rethink your purchase.

3. Work Activities

Though work may seem like an arena where it's hard to gain time, there are a surprising number of ways to change your daily professional life to do so.

Buy back your commute time. Consider taking public transit or an Uber to work once a week. Instead of sitting in traffic, you can spend that time in a leisure activity like reading. Or, if you use it to work, you can leave the office earlier and have more time with friends and family. Even an hour a week adds up significantly over a year.

Ask for more time. A major source of time poverty is tight work deadlines. A simple yet powerful solution is to ask to move them back. Employees, and women in particular, worry that if they ask for more time, they'll be seen as less competent and motivated. The extension will give you the chance to put your best foot forward.

Learn how to say no, but don't use time as an excuse. It may be tempting to start turning down requests at work (and life) as a strategy for combating time pressure. It might be even more tempting to refuse by telling others you're too busy. But time-related excuses have a high social cost. People who make them are seen as less likable and less trustworthy. This is because time is perceived as personally controllable. (We all have 24 hours in a day, right?) If in reality you don't have the time, try to make it clear that the reason is something outside your personal control, such as family obligations or unexpected travel.

Conclusion

Let's all resolve to be as deliberate about time as we are about money and work. Before spending your next cent, think about whether that purchase will enhance your use of time. Before making your next work-related decision, think about the impact it will have on your time with your family, and how much you will enjoy being with them. Remind yourself that it's not true that there will always be more time later. There won't!

As a manager, think about the signals that performance rewards and incentives send to your people. Ask yourself whether you make it easier for your em-

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SURPRISES ARE THE NEW NORMAL; RESILIENCE IS THE NEW SKILL

By Rosabeth Moss Kanter

The difference between winners and losers is how they handle losing.

That's a key finding from my ongoing research on great companies and effective leaders: no one can completely avoid troubles and potential pitfalls are everywhere, so the real skill is the resilience to climb out of the hole and bounce back.

Volatile times bring disruptions, interruptions, and setbacks, even for the most successful among us. Companies at the top of the heap still have times when they are blindsided by a competing product and must play catch-up. Sports teams that win regularly are often behind during the game. Writers can face dozens of rejections before finding a publisher that puts them on the map. Some successful politicians get caught with their pants down (so to speak) and still go on to lead, although such self-inflicted wounds are harder to heal.

Resilience is the ability to recover from fumbles or outright mistakes and bounce back. But flexibility alone is not enough. You have to learn from your errors. Those with resilience build on the cornerstones of confidence — accountability (taking responsibility and showing remorse), collaboration (supporting others in reaching a common goal), and initiative (focusing on positive steps and improvements). As outlined in my book *Confidence*, these factors underpin the resilience of people, teams, and organizations that can stumble but resume winning.

For anyone who wants to get beyond adversity or start over rather than give up, America is the Land of Second Chances. According to Jon Huntsman, former US Ambassador to China, getting back on our feet is an American strength widely admired in China. And everywhere, rapid recovery from natural disasters is increasingly a key to a robust economy. Entrepreneurs and innovators must be willing to fail and try again. The point isn't to learn to fail, it is to learn to bounce back.

Some stumbles are due to circumstances outside of most people's control, including weather events and geopolitical shocks. But while people might not control the larger problem, they control their reactions to it — whether to give up or find a new path. Recession in Europe is an example. I recently spoke to European audiences at public conferences and within companies about cultivating resilience in their businesses even when markets are shrinking, so that they hold their



own as recession continues and are well-positioned for recovery. A German machinery company showed resilience by growing its service contracts when demand for machines slowed, and it mobilized employees to find new service possibilities. An Italian cosmetics firm grabbed talent from job-shedding multinationals and increased its international marketing tied to both health and fashion; new sales followed. In both companies, like others described in my book *SuperCorp*, such initiatives were made possible by a strong sense of purpose that drew members together and motivated them to take responsibility to help the companies survive and thrive. Employees were resilient because they cared, and that made the companies resilient.

Complacency, arrogance, and greed crowd out resilience. Humility and a noble purpose fuel it. Those with an authentic desire to serve, not just narcissism about wanting to be at the top, are willing to settle for less as an investment

in better things later. Raymond Barre, former Premier of France, after being defeated for reelection at the national level, ran for a lesser office as Mayor of Lyon and became a hero of his region. That's the strategy Eliot Spitzer is taking by running for a lesser city office after having been governor of a state. He showed remorse quickly when scandal surfaced and then reentered the public conversation talking about the issues, increasing his comeback prospects.

Some observers say it is harder for women to stage comebacks. Still, consider Martha Stewart. She served prison time for insider trading rather graciously, showing remorse, and that graciousness restored much of her fan base afterward. In a more positive vein, Hillary Clinton was not a sore loser to President Obama in 2008 (though some of her followers were) and accepted his offer to become his Secretary of State. She's now perhaps even better-positioned for a 2016 Presidential run. In the long term, graciousness beats sour grapes.

Resilience draws from strength of character, from a core set of values that motivate efforts to overcome the setback and resume walking the path to success. It involves self-control and willingness to acknowledge one's own role in defeat. Resilience also thrives on a sense of community — the desire to pick oneself up because of an obligation to others and because of support from others who want the same thing. Resilience is manifested in actions — a new contribution, a small win, a goal that takes attention off of the past and creates excitement about the future.

Potential troubles lurk around every corner, whether they stem from unexpected environmental jolts or individual flaws and mistakes. Whatever the source, what matters is how we deal with them. When surprises are the new normal, resilience is the new skill.

<http://blogs.hbr.org/kanter/2013/07/surprises-are-the-new-normal-r.html>

NEWS FROM THE EDUCATION FOUNDATION

The Education Foundation of the Florida Foundation of Business and Professional Women's Clubs, Inc. (aka EFFFBPWC, Inc. and/or the BPW/FL Education Foundation), a 501(c)(3) tax-exempt non-profit organization, was established in 1965 by the members of BPW/FL. Its purpose is to provide housing opportunities for female college students at state college and university campuses across the state of Florida.



**BPW/FL
Education
Foundation**

Greetings, BPW/FL members!

It's been a reasonably quiet time for the Education Foundation since the last issue, but we are thrilled to be closing in on another State Conference and opportunities to share each others' company and raise some money!

Scholarship House News

Both of the Houses (Florida Atlantic University and Tallahassee) are full of young women pursuing their educations while learning leadership skills and the importance of teamwork. The board sent

goody bags to each House at the beginning of the current semester, and each House has a liaison to the board to report on their activities.

State Conference Plans

We're working on plans for our annual Hawg Callin' fundraising event at State Conference. Pass those piggy banks over the next few months and bring your checks for the Pig Parade! We'll have lots of fun and of course all the money raised goes to support the Foundation, its House residents and direct scholarship recipients.

Leadership Opportunities

You've likely seen the call for Nominations for both the Federation and the Foundation. I'd like to encourage you to think about running for an office, and participating in the behind-the-scenes activities that allow us to fulfill our mission.

We are grateful for the support of members and LOs statewide. This is YOUR Foundation, and you should be proud of the work that we do that impacts the lives of women seeking higher education.

Tami Simms, President
BPW/FL Education Foundation
tami@simmsteam.com
Cell 727-743-6262

P.S. Congratulations to Secretary Gina Boilini (BPW/Upper Keys) on the birth of a baby girl, Nina, her third child.

P.P.S. If you're on social media, please "like" our Facebook page at www.facebook.com/BPWFLedFdn



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employees to ask for more time to complete projects, to spend less time stuck in traffic, to waste less time taking cheaper indirect flights, to reduce their stress and improve their productivity. As the data I've collected over many years and across many countries suggests, your happiness and health and the health of your organization could depend on the trade-offs you make (and help your em-

ployees make) each day.

While our overarching focus on financial gain has created economic growth, it has had a cost. All of us — employees and managers alike — should consider giving up money to have more and better time. Time is a precious resource. Rethinking how we value it will help us answer the more fundamental question of how to maximize individual and societal well-being — and help all of us es-

cape the stress traps of everyday life.

Ashley Whillans started her career as an actor. She was perhaps best known for playing the "stink-eye girl" in the hit movie Juno, but it wasn't long before she turned from making people smile and laugh to studying what makes people smile and laugh.

Excerpted from <https://hbr.org/cover-story/2019/01/time-for-happiness>



Business and
Professional
Women/FL

PO Box 1347
Tavernier, FL 33070

BPW/Florida's Mission

*To achieve equity for all women in the workplace
through advocacy, education and information.*



**Connecting our
Future to our Past
with Pearls of Wisdom**